

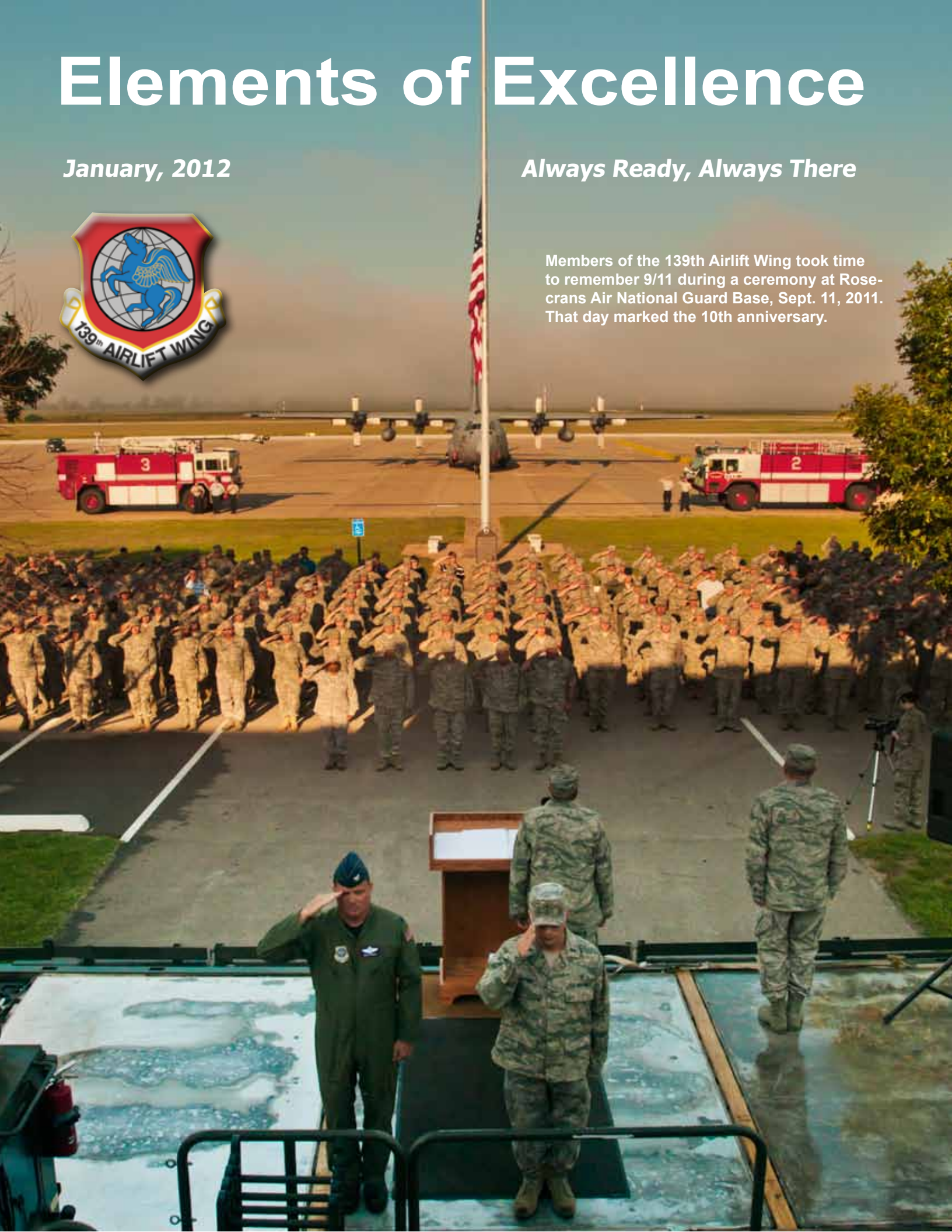
# Elements of Excellence

January, 2012

*Always Ready, Always There*



Members of the 139th Airlift Wing took time to remember 9/11 during a ceremony at Rosecrans Air National Guard Base, Sept. 11, 2011. That day marked the 10th anniversary.



Thank you for taking time to review our Elements of Excellence. In this issue, we will focus on all of our missions—federal, state and local. We will also use this opportunity to tell our story - what makes the Air National Guard the best value for America - and also show case the 139th Airlift Wing's strength and resilience that stem from its unique mission.

The Air National Guard is ready, willing and able to serve and has done so: over 146,000 Air Guardsmen have deployed since 9/11; 70 percent of those were volunteers. The Air National Guard provides full-time readiness at a part-time cost. There is minimal burden on the taxpayer until we are called for duty. This cost-effective force provides 35 percent of the US Air Force's capability for 6 percent of the budget, a 6:1 favorable ratio. This ratio is even higher (10:1) for retirement: a Reserve Component retirement costs just 10 percent of an active duty retirement. With 75 percent of Air Guard facilities being dual use with civilian airfields, capabilities are shared and efficiencies are realized. This community basing, allowing use of existing civilian infrastructure, means the Guard has access to \$12 billion in airfield facilities for only \$4 million in taxpayer money. That's a 3000:1 beneficial ratio!

To validate the value the National Guard provides to America, let's "bring it home" and examine the 139th Airlift Wing. What does the

139th provide to the community, state and nation? For our federal mission, we provide a financially efficient, capable, combat ready force that has deployed more than 950 Airmen since 9/11, many of them multiple times (some have more than two years in theater). To the State, we provide a rapidly responsive force with a range of mission sets for natural disaster and assistance to law enforcement. To the local communities, we provide much more than the \$142 million of annual economic impact. The 139th Airmen provide civilian industry with a capable, highly trained, skilled workforce. Of note: Air Traffic Control and Crash/Rescue Fire Response services at Rosecrans Airport are provided exclusively by the Missouri National Guard. 139th Airmen are integrated into the population. We reside in the communities, we worship, shop, bowl, participate in civic organizations, and our children attend school in the public school system. This community basing provides a cost efficient arrangement, infuses more money into the community and strengthens our friendships, alliances, and community support. The Air National Guard provides efficiency and contributes to the community in ways that our Active Duty counterparts cannot. We need community support to defend against dismantling of the Guard. To keep the overwhelming support we now enjoy as defense against future Base



**Col. Michael A. Pankau**  
Commander, 139th Airlift Wing

Realignment and Closure actions, we need to tell our story. Hopefully we have done that here in this latest Elements of Excellence.

A handwritten signature in black ink, appearing to read "Michael A. Pankau".





# Economic Impact

## \$142 million

- ▶ Rosecrans Air National Guard Base officials announced the base's economic impact, which grew roughly \$11 million more than the previous fiscal year.
- ▶ The base tallied its impact to the surrounding community at \$142 million for Fiscal Year 2011. The calculation for FY 2010 was \$131 million.
- ▶ FY 2011 impact includes spending by active duty and Reserve Command service members, temporarily or permanently stationed, as well as spending by base visitors.
- ▶ Not included in the overall impact figures is the additional economic value gained from a "dual use" of the National Guard.
- ▶ Sixty-six of the Air Guard's 89 flying wings, including Rosecrans, operate at civilian airfields and provide valuable air traffic control and fire fighting services, among other tax savings to the communities they operate in.



- ▶ In the recent Missouri River flooding, Air and Army National Guard members activated on state orders, injected thousands of dollars into the local economy and saving potentially millions in infrastructure, business and private property damage.
- ▶ Our local communities take a serious interest in maintaining a healthy economic relationship with the National Guard.





# People & Community

(right) Master Sgt. Kenneth Paxton helps fifth graders from Hyde Elementary School plant trees along the parkway on Earth Day.

(below) The Wing played in the Celebrity Basketball Game hosted by the Special Olympics division in St. Joseph at Central High School.



Missouri Gov. Jay Nixon activated the 139th Airlift Wing for State Emergency Duty to assist in flood prevention efforts.



Senior Master Sgt. Mert Hughes sings the national anthem at a St. Joseph Mustangs baseball game.

Members of the 139th Airlift Wing, Missouri Air National Guard, sandbag a sand boil under Highway 36 in Elwood, Kan., June 30, 2011. Sand boils are a common occurrence when river water gets high.





Members of the 139th Security Forces Squadron deployed to Iraq in 2011.



Senior Master Sgt. Dwane King, ground safety monitor for the 139th Airlift Wing, cuts weeds at Mount Mora Cemetery in St. Joseph, Mo., Oct. 25, 2011. Members of the 139th AW volunteered with lawn maintenance of the cemetery where the Wing's first commander, Col. John B. Logan, is buried.



Maj. Gen. Stephen Danner, Missouri Guard adjutant general, gives the 139th Airlift Wing flag to Col. Michael Pankau, 139th Airlift Wing commander, during the assumption of command Sept. 25, 2011.

## Find us on the Web



[www.139aw.ang.af.mil](http://www.139aw.ang.af.mil)

[facebook.com/139aw](https://facebook.com/139aw)

[twitter.com/139aw](https://twitter.com/139aw)

[flickr.com/139aw](https://flickr.com/139aw)

[youtube.com/139thAirliftWing](https://youtube.com/139thAirliftWing)



The 139th Security Forces Squadron returned home the week before Christmas as part of the Iraq drawdown.

# Operations: 180th AS



***“The 180th Airlift Squadron sets the standard for safe, efficient airlift and can always be counted on to get the job done.”***

**- Col. Dave Halter, Operations Group commander**

The 180th Airlift Squadron deployed 12 crews, six aircraft, and command and support personnel to Bagram Air Base, Afghanistan from October 2010 through January 2011 in support of Operation Enduring Freedom. They set new records for cargo tonnage airdropped there.

The 139th Operations Group provides personnel for world-wide operations, including Operations Joint Enterprise, Coronet Oak, Enduring Freedom and New Dawn while fulfilling state missions such as the Joplin tornado disaster and flood relief.



**A 139th Airlift Wing Missouri Air National Guard C-130 Hercules cargo aircraft performs an air drop at Rosecrans Air National Guard Base.**



**Members of the 180th Airlift Squadron guide a Humvee onto their C-130 at Fort Hood, Texas, for another mission to Haiti, Feb. 9, 2010.**

While deployed in support of Operation Coronet Oak, 180th Airlift Squadron and 139th Operations Support Flight Airmen were specifically tasked as one of only two Air Force flying squadrons to deploy and directly support the immediate humanitarian needs in Chile after a devastating 8.8 magnitude earthquake. The 180th flew multiple relief, supply and Aeromedical Evacuation missions March 6-14.



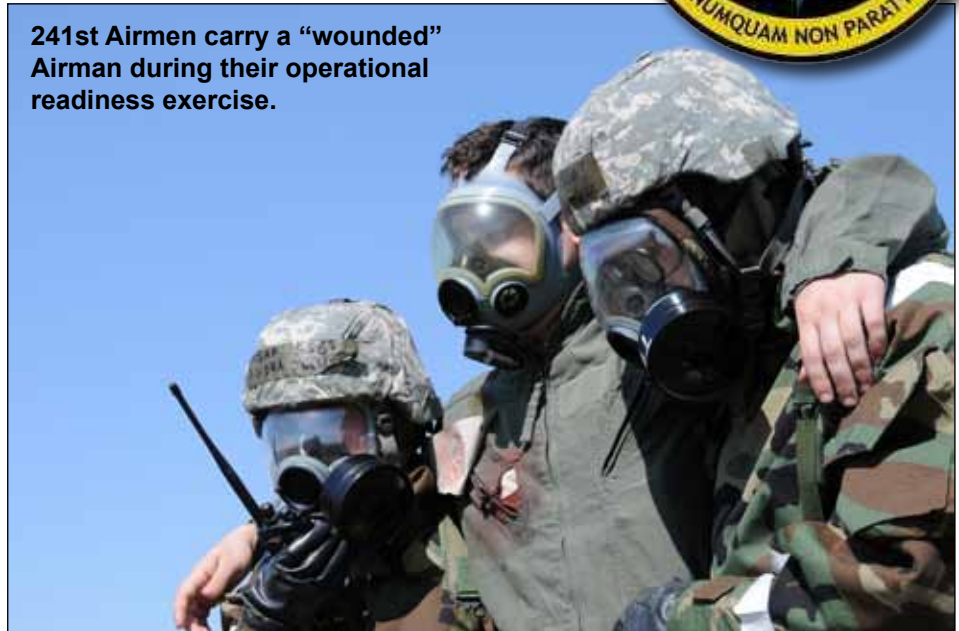
***“The 241st Air Traffic Control Squadron continually sets the high water mark in training, maintenance, ATC Tower and RADAR Services, and the deployment process.”***

- Maj. John Howie, Air Traffic Control Squadron commander



The 241st Air Traffic Control Squadron (ATCS) is a tenant of the 139th Air-lift Wing Operations Group. Our dedicated men and women are responsible for providing superior global Air Traffic Control services using specialized mobile Tower, RADAR and navigational equipment. The 241 ATCS deployed to more than 15 nations and continues a steady rotation of air traffic controllers and maintenance personnel overseas.

**241st Airmen carry a “wounded” Airman during their operational readiness exercise.**



**The 241st Air Traffic Control Squadron established a mobile tower during their operational readiness inspection.**



In the past year, the 241st ATCS supported the 139th AW in their operational readiness inspection. In the same time frame, they performed two operational readiness exercises and their own operational readiness inspection. During annual field training, the unit swiftly revised its schedule to employ a workforce in concert with several civilian agencies in defense against rising flood waters in the St. Joseph area. Throughout this time frame the 241st maintained seamless operations and worldwide deployments.

***“The Wing operations tempo, our Federal Mission and emergency management of winter storms and flood operations continued to challenge our effective administration of personnel, fiscal and equipment resources.” - Col. Norm Brosi***

2011 was another extremely challenging period for the men and women of the 139th Mission Support Group (MSG). Successful inspection preparation and execution continued to keep our unit members honed on their skill sets.

As we look forward to calendar year 2012, Mission Support Group faces another 179-day deployment for the Civil Engineer Squadron, a May air show and deployment support for the Aviation Package. As always, the men and women of the Mission Support Group will rise to these challenges with the energy and enthusiasm that makes us proud.



**The 139th Security Forces Airmen conduct weapons training before deploying to Iraq.**

- Programmed and executed more than \$22 million in military design and construction projects for the Wing.
- Executed and supervised \$8.1 million taxiway repair construction project at Rosecrans Memorial Airport.
- Awarded construction of LEED certified \$10.1 million aircraft fire fighter rescue facility and Wing fitness facility.
- Executed \$3.8 million of energy conservation projects, reducing energy consumption by 6.1 percent; earned \$60 thousand energy award in 2010 and \$25 thousand energy award in 2011.
- Executed \$5.2 million National Guard Bureau funded communications infrastructure enhancement projects that ensure the viability of the Wing in communications.
- Planned and implemented the Air Mobility Command (AMC)/Intelligence Secure Network Disaster Recovery Site costing \$600 thousand, funded by AMC and 139AW, at Rosecrans ANGB to provide AMC off-site data backup and recovery.



**139th firefighters assist in mutual aid with the Doniphan County Volunteer Fire Department August 25, 2011.**



The Missouri National Guard Adjutant General, Maj. Gen. Stephen Danner, stood up Task Force 139 to support flood operations in Buchanan County and Rosecrans Air National Guard Base. Predicted high river stages drove the 139AW to move almost \$1 billion dollars in resources to off-base facilities. Mission Support Group personnel moved equipment and operations to seven different locations, continued support of our federal C-130 flying mission at Kansas City International Airport and supported state emergency duty taskings.

In addition to local support, the Logistics Readiness Squadron, Security Forces Squadron, Civil Engineer Squadron, Force Support Squadron and Communications Flight all contributed to overseas contingencies by deploying more than 100 Airmen to 14 locations in Iraq, Kuwait, Qatar, Afghanistan, United Arab Emirates,



Oman, Saudi Arabia, Turkey and Puerto Rico as well as three stateside locations (Florida, Mississippi and Maine). The Security Forces Squadron deployed almost half of their Airmen for 179 days in support of OPERATION NEW DAWN. Logistics Readiness Squadron supported a 120-day OPERATION ENDURING FREEDOM deployment of 174 Airmen during the fall of 2010.

**(above) Combined with the help of volunteers from local communities, Airmen helped lay 24,000 sandbags in one day.**

The hard work of Mission Support Group Airmen directly contributed to the 139th earning of the coveted Dick Schram Award from the International Council of Air Shows. The Security Forces Squadron worked with local law enforcement agencies throughout Northwest Missouri and developed a flawless parking, traffic flow, security and anti-terrorism plan, which was executed perfectly.

Civil Engineer Squadron prepared the base for display aircraft and vending booths as well as installed fencing and a fighter aircraft arresting barrier.

Logistics Readiness Squadron managed the tremendous logistics challenges of an air show to include the management of the trash detail and manpower.



Thousands gathered at the Sound of Speed Air Show in May 2010.



# Maintenance Group



***"The 139th Maintenance Group is comprised of many proud professional mechanics who take great pride in what they do." - Col. Andy Halter, Maintenance Group commander***

We are the first operational airlift wing to upgrade our C-130H Hercules cargo aircraft flight decks with enhanced glass panel display systems. The Avionics Modernization Program (AMP) replaces old, analog gauges with new technology.

Our maintainers annually generate approximately 4000 flight hours to support contingency, combat and local aircrew training. The work hours needed to maintain our fleet average 42,000.

With 158,000 hours of accident free flying to their credit, the 139th Maintenance Group is second to none.



## 139TH MAINTENANCE GROUP







***"If it has anything to do with tactics and Mobility Air Force, I guarantee you St. Joseph is in the middle of it."***

- Col. Vincent Teuber, Advanced Airlift Tactics Training Center (AATTC) commander

Last year was the year of execution for the Advanced Airlift Tactics Training Center. The additional missions of Air Mobility Command Tactics Analysis, Tactics Development and all of AMC's formal tactics training courses were moved to St. Joseph, Mo., in 2009. 2010 saw the maturing of those missions under the umbrella of a Total Force Integration.

Manning increased with additional active duty service members along with civilian contractors bringing the total to 74 members on station. Additions include weapons officers representing Intelligence, C-17, KC-135, C-130J aircraft, and one of our own staff members graduated the C-130 Weapons Instructor Course in December.

Implementation of the Total Force Initiative, which placed AMC's Detachment 5 at St. Joseph, was codified in the rewriting of AMCI 11-207, "AMC's Weapons and Tactics Program." The rewrite made AATTC the clearing house for analysis and development of new tactics for the Mobility Air Forces. It caused us to re-focus our intended audiences in our tactics training programs to include aircrew and intelligence working together. The Combat Airman Tactics Course and Mobility Electronic Combat Officer Course were combined into one, two-week course that focuses on what a unit level Tactics Chief and Electronic Combat Officer need to know to accomplish their job.



**A member of the Royal Danish Air Force hangs their country's flag in the entrance of the AATTC on Sept. 16, 2011. Each country that has been through the school displays their respective flag.**



As for conferences, the MAF WEPTAC was hosted for the first time in St. Joseph. This is a week long conference with more than 200 attendees from a worldwide audience. Tactics crosstalk was done, and areas for improved combat capability were highlighted and prioritized for leadership. Additionally, a second Air Mobility Tactics Analysis Team conference was conducted at the AATTC, with combined participants from several of our allied nations. This conference took a close look at enemy attacks on mobility aircraft.

**The AATTC trained 15 allied countries in C-130 tactics.**





# Medical Group

***“The subject matter experts of the Medical Group have vast experience, knowledge base, and continued inspection successes.”***

- Col. Wayne Echterling, Medical Group commander

The 139th Medical Group is comprised of 63 Guard members, of which six are full-time. They provide physical and dental examinations and immunizations to ensure force protection for 139AW personnel. They complete all medical readiness training to fulfill their wartime missions within an Expeditionary Medical Support.

Additionally, the 139AW added a Wing Director of Psychological Health. Full time, the director is a civilian contractor. He is a retired Army National Guardman and his dual status experience brings a military perspective into his dealings with Wing members and their families.



Master Sgt. Matthew Morris, 139th Medical Group, administers an immunization to an Airman at the 139th Airlift Wing, St. Joseph, Mo., Dec. 3, 2011.

Missouri's Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) Enhanced Response Force Packages (or CERFP) team conducts operations at an evaluation exercise in Columbia, Mo. Missouri's CERFP is comprised of Missouri Army and Air Guardmembers.



- There are 10 National Guard-sourced Homeland Response Force (HRF) teams that comprise National Guard soldiers and Airmen. Regionally oriented, each of the 10 HRFs are hosted by one state in each of the FEMA regions.
- Each HRF will be composed of 570 personnel. 45 of those are medical personnel from the 139th. HRFs will have a 6-12 hour response posture.
- On order the MONG Homeland Response Force will respond and begin initial movement NLT 6 hours after notification to a CBRNE incident, terrorist attack, or other domestic emergency in support of civil authorities by providing casualty search & extraction, medical triage, decontamination, and internal force protection in order to save lives, mitigate human suffering, and prepare for follow-on forces.



A member of Missouri's HRF team tends to a mock victim during an exercise evaluation.

Triage tents are constructed to facilitate patient care during emergency response exercise.





# Best Value for Missouri

***“Given the...looming fiscal challenges the nation confronts, the projected demands for forces, the unique capabilities resident in the reserve components and their cost effectiveness, the Commission sees no reasonable alternative to an increased use of, and reliance, on the reserve components.”***

- Commission on the National Guard and Reserves

***Air National Guard members provide full-time readiness at a part-time cost; minimal burden on taxpayer.***

- 35 percent of Air Force capabilities for 6 percent of budget.
- Reserve component pay averages 25 percent of an active duty service-member.
- An average of more than 30 percent of all deployed Air Force aircraft needs are filled by Air National Guard units.

## ***Contribution***

- In 2011, the Air National Guard averaged more than 6,000 citizen-Airmen deployed around the world per month.
- An average of 3,000 citizen-Airmen protect our homeland every day through aerospace control alert missions and protecting critical infrastructure.

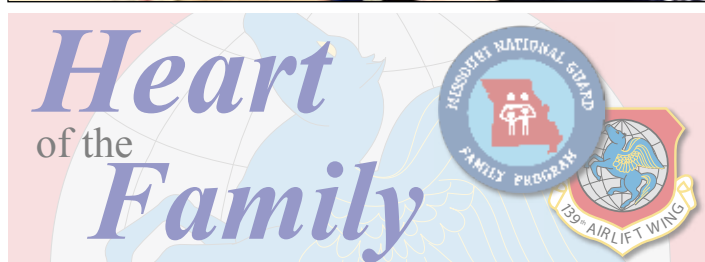
***Locally-based facilities across America means reduced cost to the taxpayer and increased regional support.***

- 75 percent of facilities “dual use” with civilian airfields.
- The Air National Guard operates 90 percent of the nation’s air defense.
- Within six minutes of the 9/11 attacks, Air National Guard aircraft were airborne protecting America’s skies.



Major events for the Family Readiness Program in the last year include the Holiday Workshop, Holiday Dinner and Halloween Event. Volunteers play a large part in the Family Readiness Program. More than 60 volunteers made these events happen. In the last year, volunteers from military spouses, people in the community, the Red Cross, Home Depot, and Doniphan West High School have supported 139th events.

The program plays a key role in providing support and resources to Airmen and their families during deployments. Below are some of the primary resources used by Airmen and their families:



## Family Program Resources

- **Military & Family Life Consultant Program** - Provides support to servicemembers and their families while preparing for the issues surrounding pre-deployment, mobilization and post-deployment. They are here to be a short term life coach for all members and families.
- **Military One Source** - A 24/7 operation of resources and support.
- **Military & Family Financial Consultant** - Provides support to servicemembers and their families on challenging financial times as well as how one can prepare for their financial future.
- **VFW Unmet Needs Program** - A program that will support members and families in times of difficulty if they meet the standards required. The VFW also donated Kansas City Chiefs tickets.



Many volunteers helped with the Christmas party during December drill.



Tens of thousands of people from across the Midwest enjoyed the sights, sounds and thrills of "The Speed of Sound" Air Show at Rosecrans May 1-2, 2010. From the precision maneuvering of six F-18s flown by the United States Navy Blue Angels - who sometimes flew as close as 18 inches apart - to daring aerobatics by civilian flying acts, to impressive static displays of aircraft old and new, there was truly something for everyone. The air show earned the Wing the International Council of Air Shows Award.

**"Everyone has done such an outstanding job. I'm so proud of our people."**

- Col. Mike McEnulty

We look forward to seeing you at the Sound of Speed air show in May 2012!

